MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2020/2021

DBS5614 –MANAGEMENT

(All sections / Groups)

17 MARCH 2021

9.00 a.m. – 11.00 a.m.

(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages.
2. Attempt **ALL** questions. The distribution of marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

STRUCTURED QUESTIONS (100 Marks)

QUESTION 1

(a) Give **ONE (1)** example of a top manager. State and explain the **MOST** important managerial skill for the top managers. (3 marks)

(b) *Distinct purpose* is one of the common characteristics of organisations. In your opinion, how organisations attempt to express this characteristic? (1 mark)

(c) Based on Mintzberg's Managerial Roles, state and explain **THREE (3)** types of decisional roles held by an Accounts Manager. (6 marks)

(d) Based on ***Scenario 1*** below, what can you conclude about the volunteers' work management, in terms of *efficiency* and *effectiveness*? Justify your answer. (4 marks)

> ***Scenario 1***
> A group of university students volunteered to paint a mural on the library wall of SMK Durian Runtuh. The principal told the students that they have to complete the painting over the weekend since the pupils will resume school on Monday. The volunteers managed to get the mural done within the given time. Upon completion, one of them realised that they have actually painted the mural on the canteen wall.

[Total 14 Marks]

QUESTION 2

(a) State **THREE (3)** components within the specific environment of an organisation and explain how each component affects its performance. Give **ONE (1)** example for each. (9 marks)

(b) Briefly describe **THREE (3)** dimensions that appear to capture an organisation's culture. (6 marks)

(c) Briefly explain **TWO (2)** ways an organisation could use to help its employees learn the corporate culture. Give **ONE (1)** example for each way. (5 marks)

[Total 20 Marks]

Continued…

QUESTION 3

Scenario 2
Dina is the new general manager of a fine-dining restaurant called Jo Best. Historically, the restaurant had used a casual approach to hiring, training and compensating employees, which resulted in many problems. Dina wants to develop comprehensive HR policies and management practices for Jo Best to avoid these problems in the future.

Based on ***Scenario 2*** above, answer the following questions:

(a) State and describe the characteristics of **TWO (2)** selection tools that Dina should consider to include in the restaurant's hiring policy. (4 marks)

(b) State **TWO (2)** types of training that you would suggest Dina to include in the training policy. Give **ONE (1)** example for each type of training. (4 marks)

(c) List **TWO (2)** examples of information that an organisation informs new employees during the *organisation orientation* programme. (2 marks)

(d) Briefly explain **FOUR (4)** factors that may influence the compensation and benefits packages of Jo Best restaurant's employees. (4 marks)

[Total 14 Marks]

QUESTION 4

(a) The current COVID-19 pandemic imposes various forces for change across organisations. State and describe **THREE (3)** external sources of change and **THREE (3)** internal sources of change that organisations have to respond to during this situation. (12 marks)

(b) State and briefly describe **FOUR (4)** reasons why people resist change. (8 marks)

[Total 20 Marks]

Continued…

QUESTION 5

(a) State and explain the **THREE (3)** elements of motivation. (6 marks)

(b) Explain the concepts of *job enlargement* and *job enrichment* with **ONE (1)** suitable example for each. (4 marks)

(c) State and explain **THREE (3)** flexible work arrangements that an organisation could use to motivate its employees. (6 marks)

(d) Based on ***Scenario 3*** below, explain **TWO (2)** of Maslow's levels of need which are a concern to Rehan. Justify you answer. (4 marks)

> ***Scenario 3***
> Rehan was laid off from his customer service job recently. He is worried that he will not be able to pay his house loan and feed his family.

[Total 20 Marks]

QUESTION 6

(a) Briefly explain any **TWO (2)** communication barriers. (4 marks)

(b) Define the *noise* element in the communication process. Give **TWO (2)** examples of noise. (4 marks)

(c) State and explain **TWO (2)** sources of leader power. (4 marks)

[Total 12 Marks]

End of Paper